



**Universitas Negeri Surabaya  
Faculty of Economics and Business  
Bachelor of Management Study Program**

Document  
Code

**SEMESTER LEARNING PLAN**

<b>Courses</b>	<b>CODE</b>	<b>Course Family</b>	<b>Credit Weight</b>	<b>SEMESTER</b>	<b>Compilation Date</b>																															
Change management	6120103077	Compulsory Study Program Subjects	T=3 P=0 ECTS=4.77	7	April 27, 2023																															
<b>AUTHORIZATION</b>	<b>SP Developer</b>		<b>Course Cluster Coordinator</b>	<b>Study Program Coordinator</b>																																
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<b>Learning model</b>	Case Studies																																			
<b>Program Learning Outcomes (PLO)</b>	<b>PLO study program that is charged to the course</b>																																			
	<b>PLO-14</b>	(PLO 1) Graduates are able to master management theory as a whole																																		
	<b>Program Objectives (PO)</b>																																			
	<b>PO - 1</b>	Able to manage the organization in accordance with changes that occur in the external, internal and global environment																																		
	<b>PLO-PO Matrix</b>																																			
	<table border="1" style="margin: auto;"> <tr> <td style="width: 10%;"></td> <td style="width: 10%;">P.O</td> <td colspan="14">PLO-14</td> </tr> <tr> <td></td> <td>PO-1</td> <td colspan="14"></td> </tr> </table>						P.O	PLO-14															PO-1													
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	PO-1																																			
<b>Short Course Description</b>	This course discusses organizations and their changes in accordance with environmental phenomena that must be managed effectively. In an effort to manage this organization, there are three dimensions that must be considered, namely 1_ why people organize (why), 2_ what is the true essence of change (what), and 3_ how change should be managed (how)																																			
<b>References</b>	<b>Main :</b>																																			
	1. John Hayes. 2014. The Theory And Practice Of Change Management Fourth Edition. Macmillan Publishers Limited,																																			
	<b>Supporters:</b>																																			
	1. Sulaksana, Uyung. 2004. Manajemen Perubahan. Pustaka Pelajar (US) 2. Kasali, Renald. 2007. Change. Jakarta: Gramedia Pustaka																																			
<b>Supporting lecturer</b>	Prof. Dr. Dewie Tri Wijayati Wardoyo, M.Si. Dwiarko Nugrohoseno, S.Psi., M.M. Prof. Dr. Anang Kistyanto, S.Sos., M.Si. Agus Frianto, S.T., S.E., M.M. Hujjatullah Fazlurrahman, S.E., MBA. Hafid Kholidi Hadi, S.E., M.SM. Khoirur Rozaq, S.E.Sy., M.M. Fandi Fatoni, S.Pd., M.SM. Zainur Rahman, S.E., M.Sc.																																			
<b>Week-</b>	<b>Final abilities of each learning stage (Sub-PO)</b>	<b>Evaluation</b>		<b>Help Learning, Learning methods, Student Assignments, [ Estimated time]</b>		<b>Learning materials [ References ]</b>	<b>Assessment Weight (%)</b>																													
		<b>Indicator</b>	<b>Criteria &amp; Form</b>	<b>Offline ( offline )</b>	<b>Online ( online )</b>																															

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Understand a number of reasons that require change	Describe a number of reasons that require change	<b>Criteria:</b> Accuracy in explaining the reasons that require changes  <b>Form of Assessment :</b> Participatory Activities	discussions and lectures 3 X 50		<b>Material:</b> hope when change occurs <b>Reader:</b> John Hayes. 2014. <i>The Theory And Practice Of Change Management Fourth Edition.</i> Macmillan Publishers Limited,	2%
2	Understand the meaning of jumping to the second curve	can describe the jump to the second curve	<b>Criteria:</b> The accuracy of describing the jump to the second curve  <b>Form of Assessment :</b> Participatory Activities	discussions and lectures 3 X 50		<b>Material:</b> Paradox of Change, why should change <b>Reader:</b> John Hayes. 2014. <i>The Theory And Practice Of Change Management Fourth Edition.</i> Macmillan Publishers Limited,	5%
3	Understand the forms of change strategies	can explain the forms of change strategies	<b>Criteria:</b> The accuracy of outlining several forms of change strategies  <b>Form of Assessment :</b> Participatory Activities	Discussion and lecture 3 X 50		<b>Material:</b> Management transformation <b>References:</b> Sulaksana, Uyung. 2004. <i>Change Management.</i> Student Library (US)	3%
4	understand theories of corporate change	can describe theories of corporate change	<b>Criteria:</b> Accuracy outlines several theories of organizational change  <b>Form of Assessment :</b> Participatory Activities, Portfolio Assessment	discussions and lectures 3 X 50		<b>Material:</b> Force field theory from Kurt Lewin <b>Reference:</b> Sulaksana, Uyung. 2004. <i>Change Management.</i> Student Library (US)	4%
5	Understand the meaning of seeing, moving, and completing change	can describe the meaning of seeing, moving, and completing change	<b>Criteria:</b> Accuracy describes the meaning of seeing, moving, and completing change  <b>Form of Assessment :</b> Participatory Activities	discussions and lectures 3 X 50		<b>Material:</b> inviting other people to see, move, and complete change <b>Reader:</b> Sulaksana, Uyung. 2004. <i>Change Management.</i> Student Library (US)	5%
6	understand seeing is believing or believing is seeing	can describe the seeing is believing type or the believing is seeing type	<b>Criteria:</b> accuracy in describing the seeing is believing type or the believing is seeing type  <b>Form of Assessment :</b> Participatory Activities	discussions and lectures 3 X 50		<b>Material:</b> seeing is believing or believing is seeing <b>References:</b> Kasali, Renald. 2007. <i>Change.</i> Jakarta: Gramedia Pustaka	5%
7	understand turnaround analysis	can describe turnaround analysis	<b>Criteria:</b> Accuracy of outlining turnaround analysis  <b>Form of Assessment :</b> Participatory Activities	discussions and lectures 3 X 50		<b>Material:</b> opportunities to use turn-around when change occurs. <b>Reference:</b> John Hayes. 2014. <i>The Theory And Practice Of Change Management Fourth Edition.</i> Macmillan Publishers Limited,	5%

8	Midterm exam	accuracy in describing material 1-7	<p><b>Criteria:</b> accuracy in describing material 1-7</p> <p><b>Form of Assessment :</b> Test</p>	3 X 50		<p><b>Material:</b> Force field theory from Kurt Lewin <b>Reader:</b> <i>John Hayes. 2014. The Theory And Practice Of Change Management Fourth Edition. Macmillan Publishers Limited,</i></p>	15%
9	Understand crushing complexity and work faster	can describe the meaning of breaking down complexity and working faster	<p><b>Criteria:</b> Accuracy in deciphering means eliminating complexity and working faster</p> <p><b>Form of Assessment :</b> Participatory Activities</p>	lectures and discussions 3 X 50		<p><b>Material:</b> The value of working faster <b>Readers:</b> <i>Kasali, Renald. 2007. Change. Jakarta: Gramedia Pustaka</i></p>	5%
10	Understand orientation to action	can describe the meaning of orientation to action	<p><b>Criteria:</b> Accuracy describes the meaning of orientation to action</p> <p><b>Form of Assessment :</b> Participatory Activities</p>	discussions and lectures 3 X 50		<p><b>Material:</b> Color change with dreams, show awareness that every beginning will be difficult <b>Reader:</b> <i>Kasali, Renald. 2007. Change. Jakarta: Gramedia Pustaka</i></p>	5%
11	understand the transformation of values	can describe the transformation of values	<p><b>Form of Assessment :</b> Participatory Activities</p>	discussions and lectures 3 X 50		<p><b>Material:</b> - built-in latent values; organizing corporate culture elements; corporate culture characteristics; Corporate culture is formed by the beliefs of corporate individuals. <b>Reader:</b> <i>Kasali, Renald. 2007. Change. Jakarta: Gramedia Pustaka</i></p>	5%
12	understand uniting subcultural values	can describe the importance of uniting subcultural values in change	<p><b>Criteria:</b> accuracy describes uniting subcultural values in change</p> <p><b>Form of Assessment :</b> Participatory Activities</p>	discussions and lectures 3 X 50		<p><b>Material:</b> mapping subcultures in organizations; the challenge of finding collective values; photographing subcultures <b>Reader:</b> <i>John Hayes. 2014. The Theory And Practice Of Change Management Fourth Edition. Macmillan Publishers Limited,</i></p>	3%
13	understanding strengthens the new culture	can describe the importance of strengthening a new culture in change	<p><b>Criteria:</b> Accuracy in outlining strengthens the new culture in change</p> <p><b>Form of Assessment :</b> Participatory Activities</p>	discussions and lectures 3 X 50		<p><b>Material:</b> disciplinary culture; Intervention through organizational development <b>References:</b> <i>Kasali, Renald. 2007. Change. Jakarta: Gramedia Pustaka</i></p>	3%

14	understand the party of change	can describe the importance of the change party	<b>Criteria:</b> Accuracy outlines the party of change  <b>Form of Assessment :</b> Participatory Activities	discussions and lectures 3 X 50		<b>Materials:</b> planning a party; purpose/message to be conveyed; the seven essentials of encouragement; create an atmosphere for change; why humans are reluctant to change <b>References:</b> <i>Kasali, Renald. 2007. Change. Jakarta: Gramedia Pustaka</i>	3%
15	understand expectation management	can explain the importance of expectation management	<b>Criteria:</b> Accuracy describes expectation management as central to organizational change  <b>Form of Assessment :</b> Participatory Activities	discussions and lectures 3 X 50		<b>Material:</b> expectations and attribution theory; reducing negative feelings <b>Reader:</b> <i>John Hayes. 2014. The Theory And Practice Of Change Management Fourth Edition. Macmillan Publishers Limited,</i>	2%
16	Final exams	Accuracy in explaining material after mid-semester	<b>Criteria:</b> Essay Test  <b>Form of Assessment :</b> Test	3 X 50		<b>Material:</b> explaining expectations and attribution theory, reducing negative feelings <b>Reader:</b> <i>Sulaksana, Uyung. 2004. Change Management. Student Library (US)</i>	30%

#### Evaluation Percentage Recap: Case Study

No	Evaluation	Percentage
1.	Participatory Activities	53%
2.	Portfolio Assessment	2%
3.	Test	45%
		100%

#### Notes

- Learning Outcomes of Study Program Graduates (PLO - Study Program)** are the abilities possessed by each Study Program graduate which are the internalization of attitudes, mastery of knowledge and skills according to the level of their study program obtained through the learning process.
- The PLO imposed on courses** are several learning outcomes of study program graduates (CPL-Study Program) which are used for the formation/development of a course consisting of aspects of attitude, general skills, special skills and knowledge.
- Program Objectives (PO)** are abilities that are specifically described from the PLO assigned to a course, and are specific to the study material or learning materials for that course.
- Subject Sub-PO (Sub-PO)** is a capability that is specifically described from the PO that can be measured or observed and is the final ability that is planned at each learning stage, and is specific to the learning material of the course.
- Indicators for assessing** ability in the process and student learning outcomes are specific and measurable statements that identify the ability or performance of student learning outcomes accompanied by evidence.
- Assessment Criteria** are benchmarks used as a measure or measure of learning achievement in assessments based on predetermined indicators. Assessment criteria are guidelines for assessors so that assessments are consistent and unbiased. Criteria can be quantitative or qualitative.
- Forms of assessment:** test and non-test.
- Forms of learning:** Lecture, Response, Tutorial, Seminar or equivalent, Practicum, Studio Practice, Workshop Practice, Field Practice, Research, Community Service and/or other equivalent forms of learning.
- Learning Methods:** Small Group Discussion, Role-Play & Simulation, Discovery Learning, Self-Directed Learning, Cooperative Learning, Collaborative Learning, Contextual Learning, Project Based Learning, and other equivalent methods.
- Learning materials** are details or descriptions of study materials which can be presented in the form of several main points and sub-topics.

11. **The assessment weight** is the percentage of assessment of each sub-PO achievement whose size is proportional to the level of difficulty of achieving that sub-PO, and the total is 100%.
12. TM=Face to face, PT=Structured assignments, BM=Independent study.